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Q.1

- A. "यह मान लेना गलत है कि नैतिक निर्णय पूरी तरह से तर्कसंगत और सैद्धांतिक होते हैं, हो सकते हैं या होने चाहिए। मानवीय भावनाएँ भी हमारे नैतिक जीवन का अभिन्न अंग हैं।" भावनाएँ किस प्रकार हमारे नैतिक निर्णयों को प्रभावित करती हैं? उदाहरण सहित स्पष्ट कीजिए। (150 शब्द, 10 अंक)
- B. नैतिकता प्रबंधन से आप क्या समझते हैं? क्या सार्वजनिक अधिकारी बजट, नीतियों और लोगों के प्रबंधन के समान ही कार्यस्थल में नैतिकता का प्रबंधन कर सकते हैं? क्या आपको लगता है कि कार्यस्थल में नैतिकता के प्रबंधन के लिए आचार संहिता (CoE) और आचरण संहिता (CoC) को अपनाना पर्याप्त है या कुछ और करने की आवश्यकता है? चर्चा कीजिए। (150 शब्द, 10 अंक)
- A. "It is wrong to assume that ethical decisions are, can or should be purely rational and principled. Human feelings are an inseparable part of our ethical life." In what way do feelings impact our ethical decisions? Illustrate with examples. (150 words, 10 marks)
- B. What do you understand by ethics management? Can public officials manage ethics in the work place in a manner similar to managing budgets, policies and people? Do you think adopting codes of ethics and conduct is sufficient enough for managing ethics in the workplace or something more is needed? Discuss. (150 words, 10 marks)

Ans - When decision making is guided by our morality rather than cost-benefit calculations, we arrive at ethical decisions. While principles such as deontology, virtue ethics guide the majority of our decisions, human feelings and conscience is also a part of decision making.

Human feelings affecting ethical decision making:

① Ethical relativism → At times, according to 'sthan, kal, patra'

ethical decisions may change.

eg Theft of food by a hungry child may not be outrightly unethical.

② Human feeling such as compassion guide decision making.

eg Doctors treating wounded enemy soldiers.
↳ in confinement

③ Human feelings complement principled ethical decision making

eg IAS Lam armstrong
↳ crowdfunding for the people's road

However, sometimes, using human feelings certain unethical actions are also termed as ethical.

eg Bulldozer justice

Eake encounters

Therefore use of feelings can enhance efficiency of decision making, but one must use them in conformance with conscience.

- ③ Ethics management is a process of deciding ethical principles and moral values that should guide decision making of employees.

Managing ethics (Vs) Managing Budgets, policies and people

① Managing Budget

It requires keeping tab of income and expenditure. While most of these transactions are anticipated but some contingencies are unexpected.

Similar to this for some of the situations, ethics may be pre-defined but largely individuals have to take a call on their moral values.

② Managing policies

↳ unlike ethics, most of the policies are pre-defined and an organisation can depend on them.

eg public procurement policies

③ managing people

↳ This is to a great extent similar
to managing ethics.

Human response to a situation
depend on a large no. of factors and
difficult to predict beforehand.

↳ That's why HR policies are
very flexible.

In my opinion, code of conduct
is not sufficient as it is a limited
document → not having solution for
every crisis.

Similarly code of ethics, though
wider than code of conduct but not
exhaustive of all situations.

way ahead → value inculcation in employees
through training
Mission Karmyogi

Having faith of human conscience
in decision making.

NEXT IAS

Pg 5

Candidates must not
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Q.2

- A. जबकि पारंपरिक नैतिकता ने न्याय, निष्पक्ष आवंटन और दायित्वों की भावनाओं पर ध्यान केंद्रित किया है, देखभाल की नैतिकता सम्पर्क बनाए रखने और देखभाल को बढ़ावा देने पर जोर देती है। सामाजिक सेवाओं के संदर्भ में नैतिक निर्णय लेने के मार्गदर्शन के लिए उपरोक्त दो नैतिक दृष्टिकोणों में से कौन सा अधिक उपयुक्त है। उपयुक्त उदाहरणों सहित अपनी स्थिति स्पष्ट करें।
(150 शब्द, 10 अंक)
- B. सेवा वितरण में "गुणवत्ता" शब्द का क्या अर्थ है? सेवा गुणवत्ता को घटक क्या हैं? और दक्षता, मितव्ययिता और प्रभावशीलता के संदर्भ में कुल गुणवत्ता सुनिश्चित करने के तरीके और साधन बताइए?
(150 शब्द, 10 अंक)
- A. While traditional ethics has focussed on notions of justice, fair allocation and obligations, ethics of care emphasise maintaining connectedness and promoting care. Which of the above two ethical perspectives is more suitable for guiding ethical decision making in the context of public services. Explain your position with suitable examples.
(150 words, 10 marks)
- B. What does the term "quality" mean in service delivery. What are the components of service quality and indicate ways and means for ensuring total quality in terms of efficiency, economy and effectiveness?
(150 words, 10 marks)

Ans -

Traditional ethics refers to ethical principles of pre-modern society characterised by lack of basic amenities, abject poverty, huge inequality etc.

In such a scenario, ethical principles focus on justice to all (socio, economic, political), fair allocation and obligations.

However in modern times of globalisation, when standard of living has risen, internet technology is dominating the society, ethics of care take the front seat.

However, in my opinion, traditional ethical principles should be given priority in decision making in content of public services, because -

① A great portion of our population still lacks the basic amenities

→ NITI's data shows 11.1% of Indian population is multidimensionally poor

② Fair allocation of resources is required in the face of stark inequality

→ Oxfam inequality report top 26 richest people own wealth equivalent to bottom 60%.

③ In such a diverse country like India, public's trust in democracy is required.

Therefore while ethics of core is useful but in public services, traditional ethical values are more suitable.

② Quality in service delivery means the degree of satisfaction achieved by the beneficiaries of this service.

eg Subsidies

↳ traditionally → 15 kaisa / ₹1 reached
↳ by DBT → ₹1 / ₹1 reaching

↳ ↑ quality of service delivery.

Components of service delivery quality

① effectiveness

↳ whether service is delivered to the intended beneficiary.

eg ghost beneficiaries in MGNREGA decrease the effectiveness

② economy

↳ whether cost of service delivery is not too much.

eg NFSA 2013

↳ majority of revenue is lost in storage, transportation wastage.

③ efficiency

↳ whether service delivery is achieved with optimum resource utilization

means & ways for ensuring service quality

① use of technology

eg → JAM trinity for DBT
↳ increased efficiency

② dedication of public servants
↳ increased effectiveness

eg → IAS Divya Devrajani
↳ Grand tribals

③ Implementing citizens charter
↳ ensure accountability
of officials

eg → Mayurbhanj Charter -
'window of Hope'

④ Involvement of citizens

↳ social auditing in MGNREGA

For achieving the objective of
developed India by 2047, efficient
service delivery is essential.

- Q.3
- A. लोक सेवा के सन्दर्भ में लोक सेवा अभिवृत्ति का क्या अर्थ है? उन अभिवृत्ति पूर्वाग्रहों पर चर्चा करें जो एक लोक सेवक को क्षेत्र में निर्णय लेने पर प्रभावित करते हैं? स्पष्ट करें कि एक लोक सेवक इस तरह के पूर्वाग्रहों पर किस प्रकार काबू पा सकता है? (150 शब्द, 10 अंक)
- B. "मैं एक मुसलमान हूँ; मैं एक हिंदू हूँ; मैं एक ईसाई हूँ; मैं एक यहूदी हूँ।" महात्मा गांधी। उपरोक्त कथन से महात्मा गांधी का क्या तात्पर्य था? कुछ दार्शनिकों ने तर्क दिया है कि धर्म नैतिक जीवन के लिए हानिकारक है, जबकि अन्य ने दावा किया है कि धर्म नैतिक जीवन के लिए आवश्यक है। धर्म और नैतिकता के बीच संबंध पर अपनी स्थिति स्पष्ट करें। (150 शब्द, 10 अंक)
- A. In the context of public service, what does public service attitude mean? Discuss the attitude biases that affects a public servants on field decision making? Explain how a public servant can overcome such attitude biases? (150 words, 10 marks)
- B. "I am a Moslem; I am a Hindu; I am a Christian; I am a Jew." Mahatma Gandhi. What did Mahatma Gandhi mean by the above statement? Some philosophers have argued that religion is harmful to the moral life, whereas others have claimed that it is necessary to it. Explain your position on the relationship between religion and morality. (150 words, 10 marks)

Ans - Public service attitude refers to positive response of a public servant towards public service.

Attitude biases that affect a public servants decision making on field

① Religious biases
↳ negative attitude certain religion may lead public servant in acting against public interest
eg Policeman beating youth while offering Namaz.

② Gender biases
↳ may lead to sexual harassment of women
eg Mathura rape case, TN

How to overcome such biases

① Training → moral value should be inculcated.

eg → Mission Karmyogi

② Learn from role models

eg → Gandhiji's Sarvodaya

③ Officer held accountable for wrong behaviour.

↳ sets an example

④ Counselling of such officer

↳ since attitude can be modified.

⑤ Efforts by officer himself

↳ meditation

↳ thinking before speaking / taking action.

Poor attitude of public servants jeopardises the effectiveness of service delivery. It must be rectified on war footing basis.

⑧

Mahatma Gandhi, in this statement has highlighted the sameness of all religions.

Though these religions may worship different gods, may speak different language, may go to different places of worship, but underlying principle in all of them is same —

Human Welfare

eg

Muslims

- Zakat

Hindu

- DaanChristian & Jew - Charity

Sikhism

- vaand chhako

In my opinion, religion is complementary to a moral life, because

① Religion defines moral principles.

eg Maryada Purushottam Ram

duties of
a son

duties of
a husband

duties
of a king

duties of
a friend

② Religion makes implementation of moral principles easier.

eg shariat law in Muslim religion.

③ Religion is akin to virtue ethics, guiding people in moral dilemma.

eg Jesus sacrificed himself for upholding truth

→ had compassion even for those who killed him.

④ Religion ensures, weak and needy are taken care of.

eg langars in Sikhism.

However, certain criminal elements misuse religion for spreading their personal propaganda. eg Jihad in Islam

Khalistani terrorism in Sikhs

But a law doesn't become bad if someone misuses it. Therefore Religion inherently is good and useful in ethical decision making.

- Q.4
- A. "व्यवसाय की केवल एक ही जिम्मेदारी है, अपने संसाधनों का उपयोग करना और मुनाफा बढ़ाने के लिए तैयार की गई गतिविधियों में संलग्न होना।" क्या आपको लगता है कि निगम, सामाजिक उत्तरदायित्वों में लिप्त होकर, संसाधनों को अनुत्पादक सामाजिक प्रयासों में लगाकर अपने मुख्य संसाधन उपयोग और उत्पादन उत्तरदायित्व से समझौता कर रहे हैं?
(150 शब्द, 10 अंक)
- B. क्या आपको लगता है कि पारंपरिक भारतीय ज्ञान में समर्थित "त्याग," "सेवा," "दान," "दमः," (आत्म-नियंत्रण) जैसे मूल्य आधुनिक लोक सेवकों के लिए प्रासंगिक हैं? क्यों? और क्यों नहीं?
(150 शब्द, 10 अंक)
- A. "There is only one responsibility of business, namely to use its resources and engage in activities designed to increase profits." Do you think corporations, by indulging in social responsibilities, are compromising their core resource utilisation and production responsibility by diverting resources into unproductive social endeavours?
(150 words, 10 marks)
- B. Do you think values such as "tyaga," (renunciation) "seva," (service) "daanam," (Charity) "damah," (self-control) that are espoused in traditional Indian Wisdom have relevance for modern day public servants? Why? Why not?
(150 words, 10 marks)

Ans.

Milton Friedman argued

that Business's concern should only be maximizing profit for shareholders.

However, Modern Businesses emphasize upon triple bottom line - people, profit, planet as the goal of business.

Corporate social responsibility (CSR) mandated by Companies Act 2013, is inspired by this philosophy.

In my opinion, Businesses benefit from corporate social responsibility in following manner:

① Enhanced Brand Value:

eg Tata ~~also~~ spends 5-6% of profits in CSR, while mandated is 2%.

↳ this has build brand loyalty towards their business.

② Business becomes sustainable in long term:

eg unethical businesses such as Satyam computers went out of business.

③ Efficient Resource Utilization

eg Infosys, Narayan Murthy against 'vulgar salaries' to higher management

④ Business Growth is ensured.

Therefore following social responsibility is helpful for businesses.

⑧ Public servants are required to have values such as empathy, integrity, dedication to public service, selflessness etc. to ensure effective public service delivery.

Traditional Indian values of tyaga, sewa, daanam and damah had objective of overall social well being.

Relevance of Traditional Indian values in modern day public servants' life:

① Tyaga (renunciation)

not in the literal sense of leaving home and material world for attaining Moksha.

But putting service before self, not choosing material comforts over duty are the manifestations of concept of Tyaga.

① Seva (Service)

↳ dedication to public service

eg IAS Divya Devrajani → going an extra mile in 'seva' of rural tribals.

↳ not seeking rent for public service

② Daanam (Charity)

↳ Though not donating their own money

but ensuring that government welfare schemes reach to beneficiaries

↳ Donating their time to listen to grievances of public and addressing them.

③ Dama (Self-control)

↳ while dealing with such powerful position, public servants have to exercise self-control.

Therefore this Indian wisdom is all the more required in modern times for public servants.

- Q.5
- A. हितों के बीच टकराव और अधिकार के विभिन्न स्रोतों के बीच टकराव के मध्य अंतर स्पष्ट कीजिए। प्रासंगिक उदाहरणों से स्पष्ट कीजिए। (150 शब्द, 10 अंक)
- B. शासन का क्षेत्र अनिश्चितताओं, अस्पष्टताओं और विरोधाभासों से भरा हुआ है और यह कभी-कभी सार्वजनिक प्रशासकों के बीच कायरता और वापसी का कारण बन सकता है। अस्पष्टताओं पर काबू पाने और उनका मुकाबला करने के लिए आंतरिक साहस की प्रासंगिकता पर चर्चा करें। (150 शब्द, 10 अंक)
- A. Explain the difference between conflict among interests and conflict among various sources of authority. Illustrate with relevant examples. (150 words, 10 marks)
- B. The domain of governance is ridden with uncertainties, ambiguities and paradoxes and this can at times lead to timidity and withdrawal among public administrators. Discuss the relevance of inner courage for overcoming and coping with ambiguities. (150 words, 10 marks)

Ans.

Conflict of Interest is a situation where professional duties are affected by personal interests of an official.

eg ICICI CMD Chandra Kochhar sanctioning loan to Videcon, which had dealings with her husband

Conflict among various sources of authority takes place when chain of command is not clearly established

eg civil servants in Delhi → face conflicting orders from LG and Delhi government.

Difference between conflict of authority and conflict among various sources of authority :-

conflict of interest	conflict of sources of authority
<p>① It may amount to <u>corruption</u>. ↳ may lead to action against official.</p>	<p>① It is <u>overstepping of jurisdiction</u> by one of the authority.</p>
<p>② official has the option of <u>recusal</u> from the matter / proceedings</p>	<p>② one of the authorities has to back off.</p>
<p>③ It usually involves <u>personal profit</u> ↳ <u>monetary</u> or <u>otherwise</u></p>	<p>③ It is can be <u>on purpose</u> or <u>accidentally</u></p>

Both conflict of interest as well as conflict among various sources of authority are harmful for public service delivery.

③ overcoming and coping
with ambiguities requires courage
of conviction and adversity quotient.

In the domain of governance,
public servants often encounter uncertainties
ambiguities and paradoxes due to:

i) Governments, which formulate policies,
change → with this changes public
policy → which sometime is 'in conflict
with earlier one'.

ii) Public's needs evolve with time
↳ eg need for DBT in modern time
↳ need for cyber security.

iii) public servants are constantly
subjected to public scrutiny

↳ enhanced mental stress

iv) More often than not, public
servants are overburdened with
responsibilities, due to lack of
manpower.

Hence, to overcome these difficulties
inner courage is required

- i) This courage gives emotional intelligence
↳ helps in prioritizing and resolving ethical dilemmas
- ii) Inner courage pushes public servants to be dedicated to public service.
- iii) In uncertain situations, taking a decision, upholding moral principles requires courage
eg IAS Anand sarup during emergency (1975-77)
- iv) Prioritizing public service over self requires strength of character.

Therefore public servants must have inner courage, which will guide them in uncertain times.

Q.6

निम्नलिखित दार्शनिकों के तीन उद्धरण दिए गए हैं। वर्तमान संदर्भ में प्रत्येक उद्धरण से आप क्या समझते हैं?

- A. "दूसरों के लिए अधिक, और अपने लिए बहुत कम महसूस करना; अपने स्वार्थ पर लगाम लगाना, और अपने परोपकारी स्नेह का प्रयोग करना, मानव स्वभाव की पूर्णता का गठन करता है।" एडम स्मिथ (150 शब्द, 10 अंक)
- B. "सद्गुण हमारी शक्ति में निहित है, और इसी प्रकार दुर्गुण भी; क्योंकि जहाँ कार्य करना हमारी शक्ति में है, वहाँ कार्य न करना भी हमारी शक्ति में है।" अरस्तू (150 शब्द, 10 अंक)
- C. "मैं जानता हूँ कि मैं बुद्धिमान हूँ, क्योंकि मैं जानता हूँ कि मैं कुछ नहीं जानता।" सुकरात (150 शब्द, 10 अंक)

Given below are three quotations of philosophers. What do each of the quotations convey to you in the present context?

- A. "To feel for others, and little for ourselves; to restrain our selfish, and exercise our benevolent affections, constitutes the perfection of human nature." Adam Smith (150 words, 10 marks)
- B. "Virtue lies in our power, and so does vice; because where it is in our power to act, it is also in our power not to act." Aristotle (150 words, 10 marks)
- C. "I know that I am intelligent, because I know that I know nothing." Socrates (150 words, 10 marks)

Ans.

①

In this quote, Adam Smith highlights human nature as consisting of values such as Empathy, Compassion, Selflessness and Benevolence.

Relevance of these virtues in present times

① To feel for others and little for ourselves:-

i) these qualities make the world a better place.

eg Gandhiji felt for racially discriminated people

ii) Provides sense of satisfaction and mental peace to the actor

② to restrain our selfish

i) avoids corruption and violence

↳ welfare state

ii) makes better person

③ Exercise our benevolent affections

i) Increase social harmony

↳ such as charity

ii) useful in handling ethical dilemmas

↳ using emotional intelligence

case study

↳ Initiatives such as 'compassionate kozhikode' is a great example of these qualities. It includes

① charity for poor

↳ including feeding poor

with dignity - Op. Sulamani

② Spending time for social activity etc.

Today humanity need more and more people with these qualities.

③ In this quote, Aristotle has highlighted the qualities of self restraint and integrity of character in decision making.

History tells us that 'power corrupts'. There have been many instances of misuse of power such as

↳ corruption by officials

eg 2G scam, commonwealth scam

↳ Brutality by police and armed forces

eg Mathura rape case

Shrat Jahan encounter

↳ Domestic violence by males

↳ child abuse etc.

However, it is upto the power wielding authority, how to use it.

Responsible use of Power

① Welfare schemes run by government

↳ eg PM KISAN for farmers
UJJWALA for women etc.

② Civil servants using their power
to stop malpractices

eg TN Seshan put in place
robust election mechanisms

③ Businessman using their wealth
for better purposes

eg Narayan Murthy giving
ESOP to drivers

④ Celebrities using their influence
to promote social cause

eg Amitabh Bachchan → pulse
polio campaign

⑤ Physically strong person, using
his/her power not to bully others
but provide protection.

Grandhiji considered use of
power without understanding responsibility
a social sin.

③ In this quote, ~~Ar~~ Socrates undertones the limited nature of our intelligence.

Humility as a value should guide behaviour of a person. Combined with inquisitiveness, it will make the person an ideal candidate for progress in life.

otherwise, the person may face following issues:

- ① Not upgrading the knowledge base
↳ may be rendered obsolete.
- ② Low social intelligence
↳ due to overconfidence, may not get along with people.
- ③ May not adopt best practices
↳ There exist a better practice, to every best practice.
- ④ Not useful for society
↳ just like outdated fashion

Case study

↳ NOKIA, lost its market share in mobile phone sector, as it refused to change.

Relevance in modern times :-

- ① In changing era of technology upgradation at a rapid pace, this philosophy helps.
↳ India adopted AI as a priority sector.
- ② Ensures economic and intellectual growth of person and organisation
↳ high emphasis on R&D
- ③ Makes a person humble.
- ④ In line with our constitution
↳ fundamental duty
↳ developing scientific attitude.

Humility can ensure harmony in society, which is need of modern times.

केस स्टडी 1:

आप ग्रीनटेक इंडस्ट्रीज में अनुपालन अधिकारी हैं, एक कंपनी जो पर्यावरण-अनुकूल उत्पाद बनाती है और सकारात्मक पर्यावरणीय प्रभाव डालने में विश्वास रखती है। आपकी प्राथमिक जिम्मेदारी यह सुनिश्चित करना है कि कंपनी पर्यावरण कानूनों और नैतिक मानकों का पालन करती है। कंपनी ने हाल ही में एक नया उत्पाद विकसित किया है जो महत्वपूर्ण पारिस्थितिक लाभों का वादा करता है लेकिन इसमें एक विनिर्माण प्रक्रिया शामिल है जो खतरनाक अपशिष्ट उत्पन्न करती है।

आंतरिक जाँच (ऑडिट) के दौरान, आपको पता चलता है कि नए उत्पाद की निर्माण प्रक्रिया से निकलने वाले खतरनाक अपशिष्ट का निपटारा इस प्रकार किया जा रहा है जो तकनीकी रूप से कानूनी मानकों को पूरा करता है लेकिन गंभीर नैतिक चिंताओं को जन्म देता है। मौजूदा कानूनों के अनुपालन में, यह अपशिष्ट प्रबंधन विधि लंबी अवधि में स्थानीय समुदाय के स्वास्थ्य और पर्यावरण के लिए संभावित जोखिम पैदा करती है।

कानूनी तौर पर, ग्रीनटेक इंडस्ट्रीज किसी भी नियम का उल्लंघन नहीं कर रही है। अपशिष्ट प्रबंधन विधि पर्यावरण कानूनों द्वारा निर्धारित अनुमेष सीमा के भीतर है। हालाँकि, नैतिक रूप से, आप जानते हैं कि इस पद्धति का निरंतर उपयोग स्थानीय समुदाय और पारिस्थितिकी तंत्र को काफी नुकसान पहुंचा सकता है।

आप आश्चर्यचकित रह गए, एक ओर, कंपनी कानूनी रूप से सही थी, लेकिन दूसरी ओर, यह पर्यावरण पर सकारात्मक प्रभाव डालने के अपने घोषित मूल्यों के बारे में पाखंडी थी। एक कर्तव्यनिष्ठ पेशेवर के रूप में, आप कार्रवाई करने को लेकर गंभीर हैं, लेकिन चुनौती यह है कि क्या और कैसे।

1. उपरोक्त मामले में आपके सामने कौन-कौन से नैतिक मुद्दे और दुविधाएँ उपस्थित हैं?
2. उपलब्ध विकल्पों पर उनके गुण-दोष सहित चर्चा करें।
3. आपके द्वारा चुनी हुई कार्यवाही क्या होगी? और क्यों?

(250 शब्द, 20 अंक)

Case Study 1:

You are the Compliance Officer at GreenTech Industries, a company that manufactures eco-friendly products and believes in making positive environmental impacts. Your primary responsibility is to ensure that the company adheres to environmental laws and ethical standards. The Company recently developed a new product that promises significant ecological benefits but involves a manufacturing process that produces hazardous waste.

During an internal audit, you discover that the hazardous waste from the new product's manufacturing process is being disposed of in a manner that technically meets legal standards but raises serious ethical concerns. While compliant with current laws, the disposal method poses potential risks to a local community's health and the environment in the long term.

Legally, GreenTech Industries is not violating any regulations. The waste disposal method is within the permissible limits set by environmental laws. However, ethically, you are aware that continued use of this method could significantly harm the local community and ecosystem.

You were left wondering, on the one hand, the Company was legally correct, but on the other, it was hypocritical about its avowed values of positively impacting the environment. As a conscientious professional, you are serious about taking action, but the challenge is its what's and how's.

1. What are the ethical issues and dilemmas that confronts you in the above case?
2. Discuss the available options along with its merits and demerits.
3. What will be your chosen course of action? Why

(250 words, 20 marks)

Ans -

The above case study is classical example of environmental malpractices being adopted by so called 'Green' companies. While this company is overtly not violating any legal norm, but its action is harmful for environment and local people.

① Ethical issues that confront me

i) Potential risk to health of local community and environment in long term.

ii) Company violating its value of positively impacting the environment.

iii) Insufficiency of regulations / laws
↳ not able to take into account the long term impacts

iv) ethical dilemmas involved

i) Professional ethics (Vs) Personal ethics
(company is following prescribed norms) (long term impact on health & ecosystem)

- ii) Personal interest (Vs) Public welfare
(keeping the job) (health of public & ecosystem)

② Options available with me

① Take no action

Merits

- i) requires no efforts from my side.

Demerits

- i) Crisis of conscience

↳ Since my job is to ensure company's products are safe for environment.

- ii) Public health may get compromised

- iii) When ill effects of this products come out

↳ company's reputation will be damaged.

② Provide the audit findings to media,

Merits

- i) Company will be held accountable for its double standards

- ii) I will get peace of mind.

- iii) If company withdraws product →

environment and public health will be safeguarded.

Demerit

- i) company may suffer loss of credibility → huge financial loss
- ii) I might lose my job.

③ Talk to higher management, try to make them either roll back the product or discharge treatment

Merit

- i) Higher management might understand the long term impact
↳ win-win for public as well as company.
- ii) I will get job satisfaction
- iii) company will remain in business

Demerit

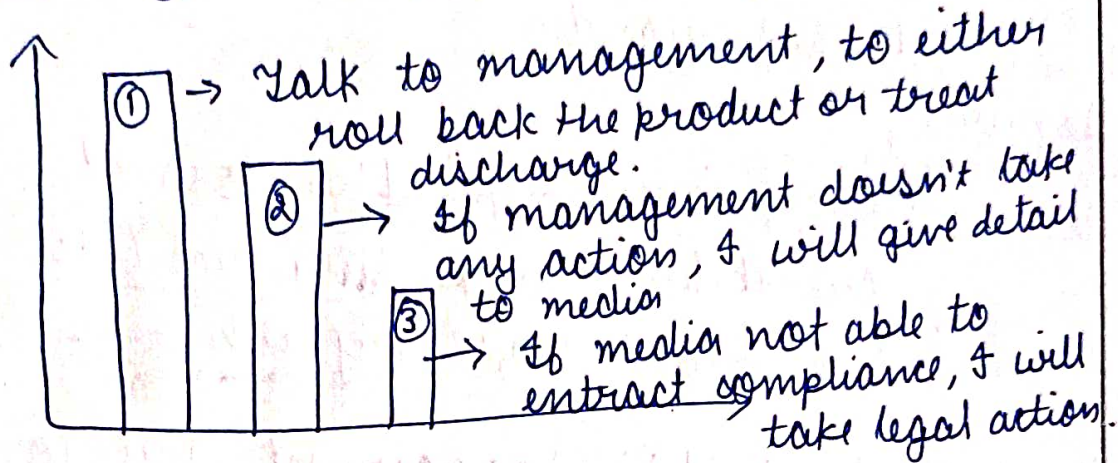
- i) No guarantee, that management will agree to my suggestions
- ii) I may lose my job.

③

Chosen course of action

I will choose combination of

option (b) and (c), in step by step manner



Reasons

① My conscience doesn't allow me to remain silent when health of people is compromised.

② While in short term this product may be profitable, but it won't be long term.

③ Media will create public awareness, which will force company to take corrective action.

Gandhiji described 'commerce without morality' a social sin. GreenTech Industries should not commit this sin, if it wishes to thrive in market.

केस स्टडी 2:

आप एक ग्रामीण जिले के जिला कलेक्टर हैं जहां पारंपरिक सामाजिक रीति-रिवाज और धार्मिक प्रथाएं दैनिक जीवन को दृढ़ता से प्रभावित करती हैं। हाल ही में, एक स्थानीय मंदिर और उसकी कुछ धार्मिक अनुष्ठानों और स्थानों से महिलाओं को बाहर रखने की लंबे समय से चली आ रही परंपरा से जुड़ा एक मामला सामने आया है।

लैंगिक समानता पर बढ़ती राष्ट्रीय चर्चा से प्रेरित होकर गाँव की शिक्षित युवा महिलाओं के एक समूह ने इन धार्मिक अनुष्ठानों में भाग लेने के अधिकार के लिए याचिका दायर की है। उन्होंने तर्क दिया कि महिलाओं को बाहर करना भेदभावपूर्ण है और उनके संवैधानिक अधिकारों का उल्लंघन है। हालाँकि, मंदिर के अधिकारी और स्थानीय समुदाय का एक बड़ा हिस्सा धार्मिक ग्रंथों और लंबे समय से चले आ रहे रीति-रिवाजों का हवाला देते हुए इस बदलाव का पुरजोर विरोध करता है।

जिला कलेक्टर के रूप में, आपको एक जटिल नैतिक दुविधा का सामना करना पड़ता है। कानूनी तौर पर, आप भारतीय संविधान को बनाए रखने के लिए बाध्य हैं, जो समानता की गारंटी देता है और लिंग-आधारित भेदभाव पर रोक लगाता है। हालाँकि, इस कानून को लागू करने से समुदाय में काफी अशांति फैल सकती है, जहां पारंपरिक रीति-रिवाज और धार्मिक मान्यताएं गहराई से जमी हुई हैं। और आप जानते हैं कि जिले में धार्मिक मामलों पर अशांति का इतिहास रहा है, और स्थानीय राजनेताओं को राजनीतिक लाभ के लिए अशांति फैलाने में कोई आपत्ति नहीं थी।

लैंगिक समानता का नैतिक तर्क समुदाय की धार्मिक भावनाओं से टकराता है। मंदिर के अधिकारियों का मानना है कि रीति-रिवाजों में बदलाव करने से उनकी पवित्र परंपराएं अपवित्र हो जाएंगी। इस बीच, प्रवेश की मांग कर रही महिलाएं इसे अपने अधिकारों के लिए नैतिक और कानूनी लड़ाई के रूप में देखती हैं। एक जिला कलेक्टर के रूप में आप एक अनिश्चित दुविधा में थे, एक ओर एक प्रगतिशील अधिकारी होने के नाते आप जानते थे कि क्या करना सही है, लेकिन दूसरी ओर एक प्रशासनिक पेशेवर के रूप में आप अपने हाथों से धार्मिक स्वर में अशांति नहीं चाहते थे।

1. उपरोक्त परिस्थिति में कौन-कौन से प्रशासनिक और नैतिक मुद्दे शामिल हैं?
2. उपरोक्त परिस्थिति में आपके पास क्या-क्या विकल्प उपलब्ध हैं?
3. प्रत्येक विकल्प के गुण और दोषों पर चर्चा करें और कारणों सहित अपने द्वारा चुनी हुई कार्रवाई की व्याख्या करें।

(250 शब्द, 20 अंक)

Case Study 2:

You are the District Collector of a rural district where traditional social customs and religious practices strongly influence daily life. Recently, a case has emerged involving a local temple and its long-standing tradition of excluding women from certain religious rituals and spaces.

A group of educated young women from the village, inspired by the increasing national dialogue on gender equality, has petitioned for the right to participate in these religious rituals. They argued that excluding women is discriminatory and violates their constitutional rights. However, the temple authorities and a significant portion of the local community vehemently oppose this change, citing religious texts and long-standing customs.

As the District Collector, you face a complex ethical dilemma. Legally, you are obliged to uphold the Indian Constitution, which guarantees equality and prohibits gender-based discrimination. However, enforcing this law could lead to significant unrest in the community, where traditional customs and religious beliefs are deeply entrenched. And you are aware that the district has a history of unrest on religious matters, and local politicians did not mind stoking the unrest for political gains.

The moral argument for gender equality clashes with the community's religious sentiments. The temple authorities believe that altering the rituals would desecrate their sacred traditions. Meanwhile, the women demanding entry see this as a moral and legal fight for their rights. You as a district collector was in a precarious dilemma, one on hand being a progressive officer you knew what is the right thing to do but on the other as an administrative professional you didn't want an unrest with religious tone at your hands.

1. What are the administrative and ethical issues involved in the above situation?
2. What are the options available to you in the above situation?
3. Discuss the merits and demerits of each option and explain your chosen course of action along with reasons.
(250 words, 20 marks)

Ans. Constitution of India provides Right to equality (Art 15) as a fundamental right to every citizen irrespective of their gender, caste, race, religion etc.

However in our society, even after 75 years of enactment of constitution, gender discrimination is widely prevalent as depicted in above case study

① Administrative issues involved in above situation:

- i) violation of fundamental right (Art 15) of women.
- ii) Brewing tension in society between these young women and conservative section.
- iii) Lack of women empowerment in society

Ethical issues involved

- i) professional ethics (Vs) Personal ethics
(maintaining law and order) (equality for all)
- ii) Religious sentiments (Vs) Progressive ideology
- iii) Public pressure (Vs) Integrity
(upholding what is right)

② & ③ Options available with me

- ① Reject the demand of women, maintain status quo

Merits

- i) law and order is not disturbed
- ii) religious sentiments of people are not hurt.

Demerit

- i) Injustice to young women
↳ deprived of their constitutional rights
- ii) Against my Integrity
- iii) Sets wrong precedent

[wrong is wrong even if everyone believes it.
right is right, even if no one follows it.
- Gandhi]

- (b) Allow entry of women in rituals
and call backup force to manage
law and order situation

Merit

- i) justice with women.
- ii) Shows my courage of conviction
- iii) Sends a message in society that
outdated customs need to be changed.

Demerit

- i) Since political leaders are involved,
situation may go out of control.
- ii) May impact career progression.

- (c) Talk with society/religion representatives
take them into confidence, allow women's
participation in rituals

Merit

- i) social harmony is maintained
↳ law and order not
disturbed

- ii) women are given justice
 ↳ protection of rights
 ↳ boosts their moral confidence

Demerit

- i) efforts might fail.

Chosen course of action

I will choose option C i.e.
taking society representatives into
confidence and allowing participation
of women in rituals.

Reasons

- i) consent of society leaders is
 necessary for harmony in society.
 ii) Deeply entrenched customs and
 beliefs can be rectified by -
~~persuasion~~ ↳ persuasion
 ↳ examples of role models -
 eg Savitri Bai Phule

Fundamental duty of discarding
practices derogatory to women must be
followed by all citizens.

केस स्टडी 3:

यह विधानसभा चुनाव का समय था, और आपको चुनाव ड्यूटी पर एक निर्वाचन क्षेत्र में प्रतिनियुक्त किया गया था जहां आपकी उत्तरदायित्वों में से एक उम्मीदवारों के अभियान (कैंपेन) के दौरान खर्चों की निगरानी करना और अभियानों (कैंपेन) की वीडियोग्राफी की निगरानी करना था। जैसे ही आप कार्यभार संभालते हैं और काम करना प्रारम्भ करते हैं, आपको एहसास होता है कि आप किस चुनौती से जूझ रहे हैं। दो उम्मीदवारों की पृष्ठभूमि आपराधिक थी और पूरा मुकाबला कमोबेश इन्हीं दोनों के बीच था।

जैसे-जैसे अभियान (कैंपेन) ने गति पकड़ी, आपने देखा कि दोनों उम्मीदवार जाति और धार्मिक आधार पर मतदाताओं को भड़काने में लगे हुए हैं। इसके अलावा, वे चुनाव आचार संहिता का खुला उल्लंघन करते हुए आर्थिक प्रलोभन दे रहे थे। आपके वीडियोग्राफर को धन्यवाद, आपके पास यह सब रिकॉर्ड पर था।

आपने कोई भी सख्त कार्रवाई करने से पहले उन्हें चेतावनी देने का फैसला किया, इसलिए आपने उन्हें बुलाया और सबूतों के साथ उनका सामना किया। आपकी राहत के लिए, उन्होंने चुपचाप गलती स्वीकार कर ली और संहिताओं का पालन करने का वादा किया। बैठक के दो दिन बाद आपको खबर मिलती है कि आपके एक वीडियोग्राफर को एक प्रत्याशी के गुंडों ने बुरी तरह पीटा। और वीडियोग्राफर की पिटाई का मतलब आपके लिए चेतावनी थी। इसके अलावा, उसी शाम आपको एक कॉल आती है जिसमें अभियान में हस्तक्षेप करने पर गंभीर परिणाम भुगतने की धमकी दी जाती है।

आपको एहसास होता है कि आपके फैसले आपके साथ काम करने वाले लोगों के लिए खतरनाक साबित हो रहे हैं। आपको अपने कर्मचारियों की सुरक्षा को खतरे में डालना अच्छा नहीं लगा।

1. उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
2. क्या कर्मचारियों की व्यक्तिगत सुरक्षा की कीमत पर कर्तव्य के प्रति समर्पित रहना नैतिक रूप से उचित है? चर्चा कीजिए।
3. आप अपने कर्मचारियों की सुरक्षा से समझौता किए बिना अपने चुनाव कर्तव्यों का पालन कैसे करेंगे? व्याख्या कीजिए।

(250 शब्द, 20 अंक)

Case Study 3:

It was Assembly election times, and you were deputed to a constituency on election duty where one of your responsibilities was to monitor candidates' campaign expenses and supervise the campaigns' videography. As you take charge and start working, you realise the challenge you have got into. Two of the candidates had a criminal background, and the whole contest was more or less between these two only.

As the campaigns picked pace, you noticed that both the candidates indulged in inciting the voters on caste and religious grounds. Further, they were doling out monetary inducements in blatant violation of the election code of conduct. You had all of it on record, thanks to your videographer.

You decided to warn them before taking any strict action, so you called them and confronted them with the evidence. Much to your relief, they quietly accepted the mistake and promised to comply with the codes.

Two days after the meeting, you get the news that one of your videographers was severely beaten by the goons of one of the candidates. And the beating of the videographer was meant as a warning to you. Further, the same evening you get a call threatening you with dire consequences if you interfere with the campaigns.

You realise that your decisions are proving to be dangerous for the people working with you. You didn't feel good about endangering the safety of your staff.

1. What are the issues involved in the above case?
2. Is it ethically justified to be devoted to duty at the cost of the personal safety of the staff? Discuss.
3. How will you go about doing your election duties without compromising the safety of your staff? Explain.

(250 words, 20 marks)

Ans.

Free and fair elections form backbone of a democracy. Election commission of India makes sure that elections to Parliament and state legislative assembly are held in impartial and transparent manner.

However the above case study is an example of use of muscle power and money power in elections.

① Issues involved in above case

- i) Criminals in politics
↳ against the spirit of democracy
- ii) Use of money power in elections
↳ violation of free and fair election principle
- iii) Asking for vote in the name of caste and religion
↳ Against secularism
- iv) Beating of election staff
↳ use of muscle power
↳ 'politics without principles' → Sin

ethical dilemmas

i) safety of staff (Vs) Integrity
(not allowing such corrupt practices)

ii) victory at any cost (Vs) fair process
(money & muscle power)

② In public services, such as on election duty the ethical principles guiding a person should be - Non-partisanship, dedication to public service, selflessness etc.

However one needs the support of staff in discharging such a huge responsibility.

While threatened with physical violence, it is obvious that their moral will take a hit.

However, showing leadership quality, one has to arrange for the safety of their staff at ~~it~~ utmost

priority, boost their confidence, motivate them to resume the public service.

Hence devotion to duty must be a public servant's top priority.

② To ensure safety of the staff, I will take following actions:

i) call for police protection

ii) report the case of violence to police (file FIR) as well as to election commission.

iii) confront the candidates, and warn them not to repeat the act

To ensure free and fair elections, I will take following actions:

i) Report the unethical practices of

↳ money distribution

↳ caste and religion

invoking

↳ violence

to election commission. (mVIGIL app)

ii) communicate with other candidates (other than the 2) to participate and fight.

iii) communicate with voters

↳ not to vote in influence of caste, religion or money

↳ report unethical practices

↳ through MVIGIL app of election commission

Government has introduced several amendments in Representation of people's act (RPA-1951) to discourage criminal elements from politics. However, we have not able to achieve much till date.

'Politics without principle' was described a great sin by Gandhiji.

केस स्टडी 4:

एक स्मार्ट सिटी परियोजना चल रही है, और आपको खरीद का प्रमुख नियुक्त किया गया है। इस कार्यभार से पहले, आपने एक प्रमुख सार्वजनिक क्षेत्र के उपक्रम (पीएसयू) में समान भूमिका निभाई थी, जहां आपने अपने निविदा प्रारूपण और विक्रेता प्रबंधन कौशल के लिए प्रतिष्ठा अर्जित की थी। स्मार्ट सिटी परियोजना के पैमाने और महत्वपूर्ण खरीद आवश्यकताओं को देखते हुए, आप खरीद अनुभाग का नेतृत्व करने के लिए बिल्कुल उपयुक्त लग रहे थे।

एक महीने पहले, आपके अनुभाग ने भवन निर्माण आपूर्ति के लिए निविदाएं आमंत्रित की थीं। आवेदकों में एक आपूर्तिकर्ता मिस्टर शर्मा भी शामिल थे, जिसे आप पीएसयू में अपनी पिछली भूमिका से जानते थे। मिस्टर शर्मा आपके पड़ोस में रहते थे और आप लोगो की पत्नियाँ मित्र थी। इस व्यक्तिगत संबंध के बावजूद, आपने हमेशा सख्त व्यावसायिक सीमाएँ बनाए रखी हैं।

सभी निविदाओं की जांच करने पर, आपके अनुभाग ने मिस्टर शर्मा की शर्तों को सबसे अधिक प्रतिस्पर्धी पाया, इसलिए निविदा उन्हें प्रदान की गई। हालाँकि, एक बार जब निर्णय सार्वजनिक हो गया, तो एक अन्य विक्रेता, मिस्टर पटेल, ने आप पर आपके पिछले संबंधों के कारण मिस्टर शर्मा के साथ मिलीभगत का आरोप लगाया।

मिस्टर पटेल ने मिस्टर शर्मा के साथ आपके पूर्व संबंध का साक्ष्य प्रदान करते हुए विभाग के वरिष्ठों के पास एक औपचारिक शिकायत दर्ज की। परिणामस्वरूप, एक जांच शुरू की गई और आपको उसका परिणाम आने तक अनिवार्य अवकाश पर भेज दिया गया। इस स्थिति ने आपको यह प्रश्न करने पर मजबूर कर दिया कि व्यावसायिकता बनाए रखने के आपके प्रयासों के बावजूद आप कहां गलत हो गए हैं।

1. क्या आपको लगता है कि उपरोक्त मामले में हितों का टकराव शामिल है या और अन्य भी मुद्दे शामिल हैं? व्याख्या कीजिए।
2. उपरोक्त मामले को परिप्रेक्ष्य में रखते हुए, पेशेवर मूल्य के रूप में निष्पक्षता और गैर-पक्षपात की प्रासंगिकता पर चर्चा करें।
3. आपको क्या लगता है कि आप उपरोक्त अप्रिय स्थिति से किस प्रकार बच सकते थे? (250 शब्द, 20 अंक)

Case Study 4:

A smart city project is underway, and you have been appointed Head of Procurement. Before this assignment, you held a similar role in a major public sector undertaking (PSU), where you earned a reputation for your tender drafting and vendor management skills. Given the smart city project's scale and significant procurement requirements, you seemed the perfect fit to lead the procurement section.

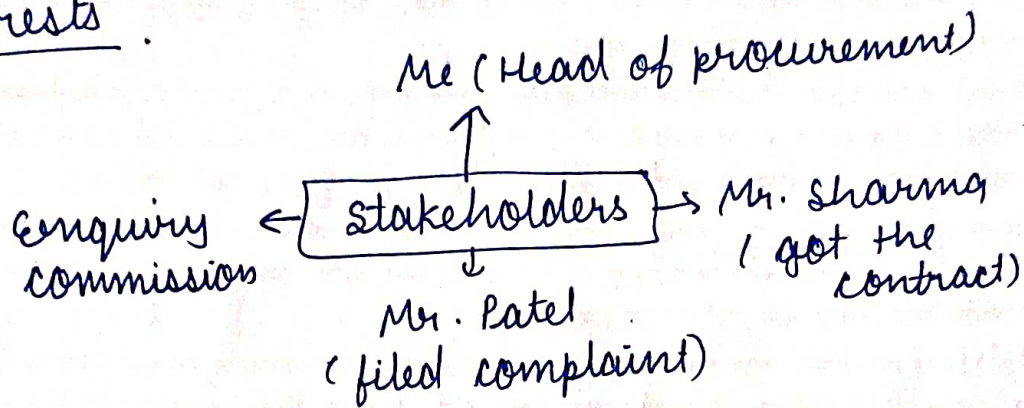
A month ago, your section invited tenders for building supplies. Among the applicants was Mr. Sharma, a supplier you knew from your previous role at the PSU. Mr. Sharma lived in your neighbourhood, and your spouses were friends. Despite this personal connection, you have always maintained strict professional boundaries.

Upon scrutinising all the tenders, your section found Mr. Sharma's terms the most competitive, so the tender was awarded to him. However, once the decision was made public, another vendor, Mr Patel, accused you of colluding with Mr Sharma due to your previous relationship.

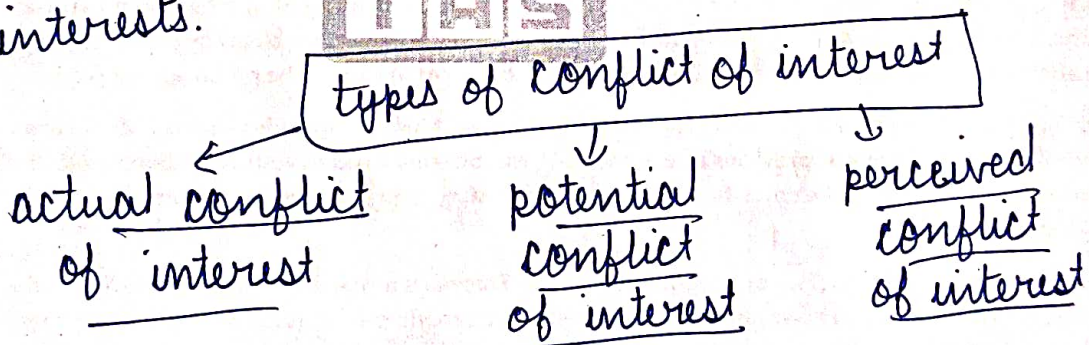
Mr. Patel filed a formal complaint with the Department Seniors, providing evidence of your prior association with Mr. Sharma. As a result, an enquiry was initiated, and you were placed on compulsory leave pending its outcome. This situation left you questioning where you might have gone wrong despite your efforts to maintain professionalism.

1. Do you think the above case involves a conflict of interest or there are more issues? Explain
2. Keeping the above case in perspective, discuss the relevance of impartiality and non-partisanship as professional value.
3. In hindsight, how do you think you could have avoided the above unpleasant situation. (250 words, 20 marks)

Ans- Above case study highlights the example of percieved conflict of interests.



① Conflict of interest refers to a situation where professional duty of a official are affected by his/her personal interests.



The above case is not actual conflict of interest but a percieved conflict of interest because:

- i) In public eye, I and Mr. Sharma share a personal connection
 ↳ He was a supplier in previous firm (PSU), I worked with.

- ↳ He is my neighbour
- ii) Due to above reasons, he has the capability to influence my professional decisions.
- iii) It did not become actual conflict of interest as:

↳ I don't have any shareholding in his business

↳ In reality, I have maintained strict professional boundaries

② Relevance of Impartiality:

Impartiality can be defined as a value that allows to take decisions without any personal biases / prejudices / personal interests etc.

In the above case, where a public servant has to make financial decisions, Impartiality helps in

↳ avoiding collusive corruption

↳ choose best quality of goods

or services

- ↳ Get competitive pricing
- ↳ avoid loss to government
encheguer

- ↳ ensures integrity of character

Relevance of non-partisanship:-

Non-partisanship is a quality of being apptitcal. For a public servant, to ensure efficient service delivery, it is required.

Non-partisanship helps in:

- ↳ Trust of public in government
- ↳ to ensure, continue welfare schemes, even after government changes.

- ↳ It motivates public servants to perform

↳ as promotions are not decided by closeness to political party

② To Navigate the conflict of Interest situations, public servants

should follow following procedure:

- i) Annual disclosure of assets.
(II ARC)
- ii) Before taking up a project
↳ declare your connections
with stakeholders
- iii) Recusal in case of potential conflict
of \$ interest.
- iv) Resignation in case recusal is not
possible and private interest can't
be abandoned.

In this case

I could have avoided the above unpleasant situation by:

- i) Either recusal, after knowing that Mr. Sharma has filled tender.
- ii) Or submitting an affidavit, before bid opening, that I don't have any personal relation with Mr. Sharma.

However, even now, I have faith in my innocence. In the end, Truth shall prevail (SATYAMEV JAYATE)

केस स्टडी 5:

आप हाल ही में राज्य के सांख्यिकी विभाग में उप अभिलेख प्रमुख के पद पर नियुक्त हुए हैं। आपके कर्तव्यों में डेटा के समय पर प्रवाह की निगरानी करना, डेटा स्रोत की जांच करना और डेटा प्रविष्टि और अद्यतन सुनिश्चित करना शामिल है। आपके पास प्रबंधन के लिए 32 लोगो का स्टाफ था, और यह एक मिश्रित समूह था; जिनमें कुछ युवा भर्ती थे, कुछ स्टाफ कुछ समय से विभाग में थे, और कुछ सेवानिवृत्ति के कगार पर थे। कुल मिलाकर, स्टाफ बहुत कुशल नहीं था, लेकिन किसी तरह उन्होंने अपना काम चलाया। एक बैठक में, विभाग के प्रमुख ने लागत में कटौती के उपाय के रूप में आपके कर्मचारियों की नौकरियों की आउटसोर्सिंग का उल्लेख किया। लेकिन कोई गंभीर विचार-विमर्श नहीं हुआ, इसलिए आपने इसके बारे में ज्यादा नहीं सोचा।

लेकिन कल, आपको एक आधिकारिक आदेश प्राप्त हुआ जिसमें कहा गया था कि आपके विभाग के कार्यों को आउटसोर्स किया जाएगा और आपके कर्मचारियों की संख्या कम कर दी जाएगी। आपको आउटसोर्सिंग से कोई समस्या नहीं थी, लेकिन आप कर्मचारियों की संख्या कम करने के पक्ष में नहीं थे, क्योंकि इससे लोगों की नौकरियाँ चली जातीं।

आपने नए आदेश के प्रभावों, विशेष रूप से आकार घटाने वाले हिस्से पर चर्चा करने के लिए अपने प्रमुख के साथ एक बैठक की मांग की। आपके प्रमुख पूरी प्रक्रिया के बारे में बहुत स्पष्ट थे और ऐसा लग रहा था कि उन्हें लोगों की आजीविका खोने की कोई चिंता नहीं थी। निराश होकर, आप अपने कर्मचारियों की नौकरी बचाने के उपायों के बारे में सोचते हुए अपने कार्यालय वापस आ गए। अत्यंत हताशा में, आपने संबंधित मंत्री को पत्र लिखा और इसकी एक प्रति अपने प्रमुख और मुख्य सचिव को भी भेजी। मंत्री ने सहानुभूतिपूर्वक नोट प्राप्त किया और उन्होंने कुछ सकारात्मक कार्रवाई का आश्वासन दिया। लेकिन आपके प्रमुख आपके बिना उनकी सहमति के ऊपर जाने से खुश नहीं थे। वह तुरंत आपके स्थानांतरण का आदेश देते हैं और कार्यालय के आदेश का अनुपालन न करने पर अनुशासनात्मक कार्यवाही शुरू करते हैं।

1. उपरोक्त मामले में शामिल प्रशासनिक और नैतिक मुद्दों पर चर्चा कीजिए।
2. क्या आपको लगता है कि मंत्री को पत्र लिखना आपकी ओर से नैतिक रूप से सही था? औचित्य सिद्ध कीजिए।
3. आपके विरुद्ध शुरू की गई कार्रवाई पर आप कैसे प्रतिक्रिया देंगे? उपलब्ध विकल्पों पर चर्चा करें और आपके द्वारा चुनी गई कार्यवाही को उचित ठहराएँ।

(250 शब्द, 20 अंक)

Case Study 5:

You have recently joined the Statistical Department of the State as Deputy Head of Records. Your duties involved supervising the timely inflow of data, scrutinising the data source and ensuring data entry and updating. You had a staff of 32 to manage, and it was a mixed bag; some were young recruits, some were in the department for some time, and some were on the verge of retirement. Overall, the Staff was not very efficient, but somehow they managed their jobs.

In one of the meetings, the Head of the Department mentioned outsourcing of jobs of your staff as a cost-cutting measure. But there were no serious deliberations, so you didn't think much of it.

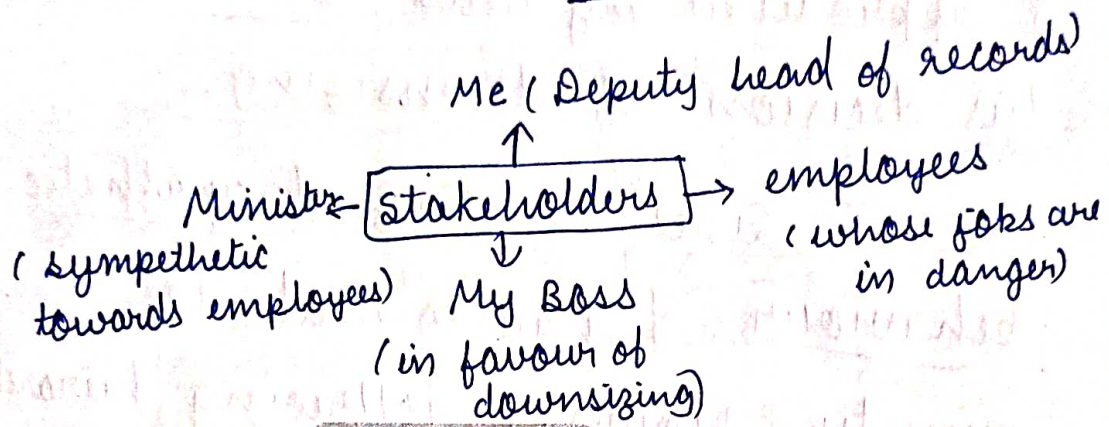
But yesterday, you received an official order stating that your department tasks will be outsourced and your Staff will be downsized. You had no problems with outsourcing, but you did not favour downsizing, as it would lead to people losing their jobs.

You sought a meeting with your Head to discuss the ramifications of the new order, specifically the downsizing part. Your Head was very emphatic about the whole process and seemed to be least concerned with people losing their livelihood. Disappointed, you got back to your office thinking of ways of saving your staff's jobs. In utter desperation, you wrote to the concerned Minister, marking a copy to your Head and the Chief Secretary. The Minister sympathetically received the note, and he assured some positive action. But your Head was not happy about you going above without his consent. He immediately orders your transfer and starts disciplinary proceedings for non-compliance with the office order.

1. Discuss the administrative and ethical issues involved in the above case.
2. Do you think it was morally right on your part to write to the minister? Justify
3. How will you respond to the action initiated against you? Discuss the available options and justify your selected course of action.

(250 words, 20 marks)

Ans The above case is a classical example of Bureaucratic apathy, where objectives such as - cost cutting are given priority over employee's livelihood.



① Administrative issues involved

- i) Decision making without stakeholders
 ↳ as deputy head of records, I should have been involved in decision making.
- ii) Using transfer as a tool of punishment
 ↳ deployed by My boss.

Ethical issues involved

- i) Bureaucratic Apathy
 ↳ monetary benefits given priority over jobs of people
- ii) Autocratic work culture
 ↳ not listening to junior

② In the given situation, out of empathy and leadership qualities (32 employees working under me) I approached my head to reconsider his decision of downsizing.

Since he showed apathetic behaviour, I had to write to minister. However, following hierarchy I had marked copy to head as well to the Chief Secretary.

But still, It does not make my action morally correct as:

- i) I took the decision in frustration, without exploring other possible options.
- ii) Public servants are required to follow hierarchy and comply with the orders from above.
- iii) It is against deontological principle

↳ my duty was to follow orders.

- ↳ If every civil servant begin to rebel against official orders
- ↳ difficult to run the nation.

③ Options available with me

- (a) Protest against decisions of my head and involve my juniors (at risk of downsizing) in protest.

Merit

- i) It shows my courage of conviction
↳ speaking against injustice to employees.

Demerits

- i) Unbecoming of a civil servant
↳ following hierarchy is important
- ii) sets wrong precedence
↳ others may be inspired to not follow orders
- iii) My job may be in danger.

- (b) Accept the punishment, co-operate in enquiry

Merit

- i) This is the right thing to do.

I will choose option (B) as my course of action along with requesting my head for reconsideration of his decision.

Reasons

① For a public servant, it is very important to follow the chain of command.

② Persuasion succeeds where protests fail.

③ Right to livelihood is essential for well being of workers and it must be ensured.

While outsourcing may be economically beneficial for an organisation but it must ensure that jobs must not be lost in this process.

केस स्टडी 6:

आप एक आईएस अधिकारी हैं जिन्हें हाल ही में ग्रामीण विकास मंत्रालय में उप सचिव के रूप में नियुक्त किया गया है। आपकी उत्तरदायित्वों में विभिन्न ग्रामीण विकास योजनाओं के कार्यान्वयन की निगरानी करना और उनका कुशल कार्यान्वयन सुनिश्चित करना शामिल है।

महात्मा गांधी राष्ट्रीय ग्रामीण रोजगार गारंटी अधिनियम (मनरेगा) निधि के ऑडिट के दौरान, आपको पर्याप्त अनियमितताएं प्राप्त होती हैं। ऐसा प्रतीत होता है कि ग्रामीण रोजगार परियोजनाओं के लिए आवंटित धन का एक महत्वपूर्ण हिस्सा मंत्रालय के वरिष्ठ अधिकारियों द्वारा फर्जी चालान और नकली लाभार्थी सूचियों के माध्यम से निकाल लिया गया है। ग्रामीण गरीबों के लिए आवंटित धनराशि को व्यक्तिगत खातों में भेज दिया गया है।

आप एक नैतिक दुविधा का सामना कर रहे हैं। इस भ्रष्टाचार की रिपोर्ट करने से आपको गंभीर परिणाम भुगतने पड़ सकते हैं क्योंकि इसमें फंसे वरिष्ठ अधिकारी राजनीतिक रूप से प्रभावशाली हैं और उनके मजबूत संबंध हैं। आपको छोटी-मोटी धमकियाँ भी मिली हैं जिनका अर्थ यह है कि यदि आप प्रकटीकरण के साथ आगे बढ़ते हैं तो आपके करियर की प्रगति खतरे में पड़ सकती है। दूसरी ओर, भ्रष्टाचार को नजरअंदाज करने का मतलब शोषण के चक्र को कायम रखना और ग्रामीण गरीबों को उनके उचित लाभों से वंचित करना होगा।

1. उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
2. आपके पास क्या-क्या विकल्प उपलब्ध हैं?
3. प्रत्येक विकल्प के गुण और दोषों का मूल्यांकन करने के पश्चात आपके द्वारा चुनी गई कार्रवाई वाले विकल्प का चयन करें और व्याख्या करें।

(250 शब्द, 20 अंक)

Case Study 6:

You are an IAS officer recently appointed as the Deputy Secretary in the Ministry of Rural Development. Your responsibilities include overseeing the implementation of various rural development schemes and ensuring their efficient execution.

During an audit of the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) funds, you discover substantial irregularities. It appears that a significant portion of the funds allocated for rural employment projects has been siphoned off by senior officials within the ministry through fraudulent invoices and fake beneficiary lists. The funds meant for the rural poor have been diverted to personal accounts.

You are faced with an ethical dilemma. Reporting this corruption could lead to severe repercussions for you as the implicated senior officials are politically influential and have strong connections. You have also received subtle threats implying that your career progression could be jeopardised if you proceed with the disclosure. On the other hand, ignoring the corruption would mean perpetuating a cycle of exploitation and depriving the rural poor of their rightful benefits.

1. What are the ethical issues involved in the above case?
2. What are the options available to you?
3. Identify and explain your chosen course of action after evaluating the merits and demerits of each option.

(250 words, 20 marks)

Corruption is like termite
that weakens the foundation of society.

In the above case, corruption by officials
is perpetuating the cycle of exploitation

and deprivation of rural poor.

① Ethical issues involved in this case

i) lack of integrity

↳ officials are engaged in corruption.

ii) obstructing public servant from discharging his duty

↳ threats of career derailing

iii) lack of empathy

↳ towards rural poor
(siphoning off their share of benefits)

iv) Strengths of character

↳ whether the officer (me) has enough morals to take action → to bring wrongdoers to justice at the cost of his career.

② Options available with me

a) Do not take any action against corrupt officials

Merit

- i) No threat to career

Demerits

- i) Injustice with rural poor
- ii) I lack courage of conviction
↳ to take action against ^{guilty}
- iii) will embolden the corrupt to do the same act again.

⑥ Report financial irregularities to concerned authorities and recommend strong action against corrupt officials

Merits

- i) Justice with my duty
- ii) Rural poor will get their share of benefits
- iii) I will get peace of mind
- iv) Guilty will be punished.

Demerit

- i) Since these corrupt officials are politically influential, no action might be taken against them.

⑦ Report financial irregularities to relevant authority and if no action taken, give

the details to media.

Merit

- i) Public pressure, created by media, will force government to take action.

Demerit

- i) This act might be considered as overstepping my jurisdiction
↳ my job might be in danger.

② Chosen course of action

I will choose option ② i.e. disclosing financial irregularities to authorities and if no action taken, give the details to media.

Reasons

- ② i) Guilty must be brought to justice.

- ii) Regarding threat to my job

↳ I have faith in system,
If I do my duty diligently,
I will get promotion.

↳ If promotion comes at a cost of my integrity,
I don't want such promotion.

iii) while these corrupt official
can buy certain other official,
but surely can't buy whole of
the media.

↳ Truth shall come out.

iv) By taking this action, it
will be setting a precedent,

↳ Any other corrupt official
will think twice before
indulging in corruption.

2nd ARC ~~has~~ suggested a slew
of measures to deal with menace of
corruption. One of these measures is
Social Audit → implemented in MGNREGA.

